



**University of  
Sunderland**

**University of Sunderland  
BA (Honours) Business Management**

**SIM337**

**Contemporary  
Developments in Business  
and Management**

**Version 5.0**

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Published by  
**The University of Sunderland**

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# Contemporary Developments in Business and Management

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## How to use this workbook

This workbook has been designed to provide you with the course material necessary to complete Contemporary Developments in Business and Management by distance learning. At various stages throughout the module you will encounter icons as outlined below which indicate what you are required to do to help you learn.

This **Activity** icon refers to an activity where you are required to undertake a specific task. These could include reading, questioning, writing, research, analysing, evaluating, etc.



This **Activity Feedback** icon is used to provide you with the information required to confirm and reinforce the learning outcomes of the activity.



This icon shows where the **Virtual Campus** could be useful as a medium for discussion on the relevant topic.



It is important that you utilise these icons as together they will provide you with the underpinning knowledge required to understand concepts and theories and apply them to the business and management environment. Try to use your own background knowledge when completing the activities and draw the best ideas and solutions you can from your work experience. If possible, discuss your ideas with other students or your colleagues; this will make learning much more stimulating. Remember, if in doubt, or you need answers to any questions about this workbook or how to study, ask your tutor.

## Additional Reading

At the end of each unit, you may encounter references to further reading and research. These have been included to enable you to undertake further study to consolidate and expand your learning and this is to be encouraged.

In addition, you have also been assigned the following key text book, however in certain parts of the world this book may be available in a different guise. Most of the topics raised are generic so the terms used may be found in other text books, which you can use to support your studies.

George, J.M. & Jones, G.R. (2007) *Contemporary Management*, McGraw-Hill/Irwin, New York. Fifth Edition. ISBN 978-0-07-128561-2

The book has been chosen to provide supplementary reading to underpin aspects of these learning materials. As a result you will also find 'Specific Reading Activities' located at the end of each unit which relate to this text. You will also find contained within the text book, additional activities relating to each chapter. Again, you are encouraged to undertake these where relevant.

The book has also been provided as a general text to expose you to a broad range of contemporary issues. We therefore recommend that you use the book as a key point of reference to increase your overall depth of knowledge and understanding.



## **Contemporary Developments in Business and Management**

# **Introduction**

After successful completion of this module you will be able to: -

- Critically appraise the different frameworks within which organisational decisions are made.
- Evaluate how organisations might respond to external global forces.
- Analyse a range of theoretical concepts and apply them to practical business problems or issues.
- Assess the factors affecting business performance in international markets.

## **Content Synopsis**

Evaluation of the political, economic, social, technological and ecological environment as it affects a range of private public sector organisations and businesses.

Globalisation and its effects on business decision-making.

Impact of changing political and economic frameworks on the conduct of organisations (e.g. regulatory oversight, collaborative partnerships, strategic alliances, etc.).

Nature of knowledge management and innovation and their effects on the structure and working practices of organisations.

Development of trading and political blocs and the effect on enterprise in organisations operating within those blocs.

External drivers for change (e.g. growing corporate social responsibility, governance issues, rapidly changing patterns of innovation, demands for service quality, etc) and their effect on organisation performance sustainability.

Nature and patterns of investment decisions and their affect on organisational location, financing and market choice.

## Expanded Content

The subjects below will be covered in this module. The length of time spent on each area will vary in order to achieve the learning outcomes for the module.

### Introduction to the Business Environment

Transformation systems, external and internal environments. Le Pest C, Porter's 5 Forces, approaches to organisations – classical, human relations, systems. Organisational structures.

### Introduction to the International Business Environment

International trade, specialisation, free trade. Barriers to international trade, quotas, tariffs, exchange controls, etc. Balance of payments and patterns of trade. Globalisation.

### The Political Environment

Political process and systems, East-West / North-South relationships. Functions of Government, political action and risk.

### The Economic Environment

Economic Integration, Trading Blocs, Free Trade, Customs Union, European Union, Economic Union.

### The Socio-Cultural Environment

Elements of culture: language, religion, values, customs, education, diversity. Business ethics and the concept of corporate social responsibility.

### The Technological Environment

The influence of technology on international business. Production methods, High Technology Firms, Internet and E-Commerce.

### The Legal Environment

International Law, Regulatory Frameworks. Contract, Property, Consumer, Health and Safety.

## **The Ecological Environment**

Environmental Policy, Corporate Responsibility, Eco-Imperialism, Pollution, Green consumers and firms.

## **Competitive Environment**

Competition policy, national and international frameworks. Market structures – perfect competition, monopoly, imperfect competition, oligopoly. Competitive analysis, Porter's 5 Forces, Competitive advantage of nations.

## **Knowledge Management**

Ideas underpinning knowledge management and innovation. The learning organisation and its effect on the structure and working practices of organisations.

## **Financial Environment**

Currency Markets and Exchange Rates. International Money Markets, European Monetary Systems, Foreign Investment.

## **International Business Entry**

Entry strategies, management roles. Multinationals and international expansion.